

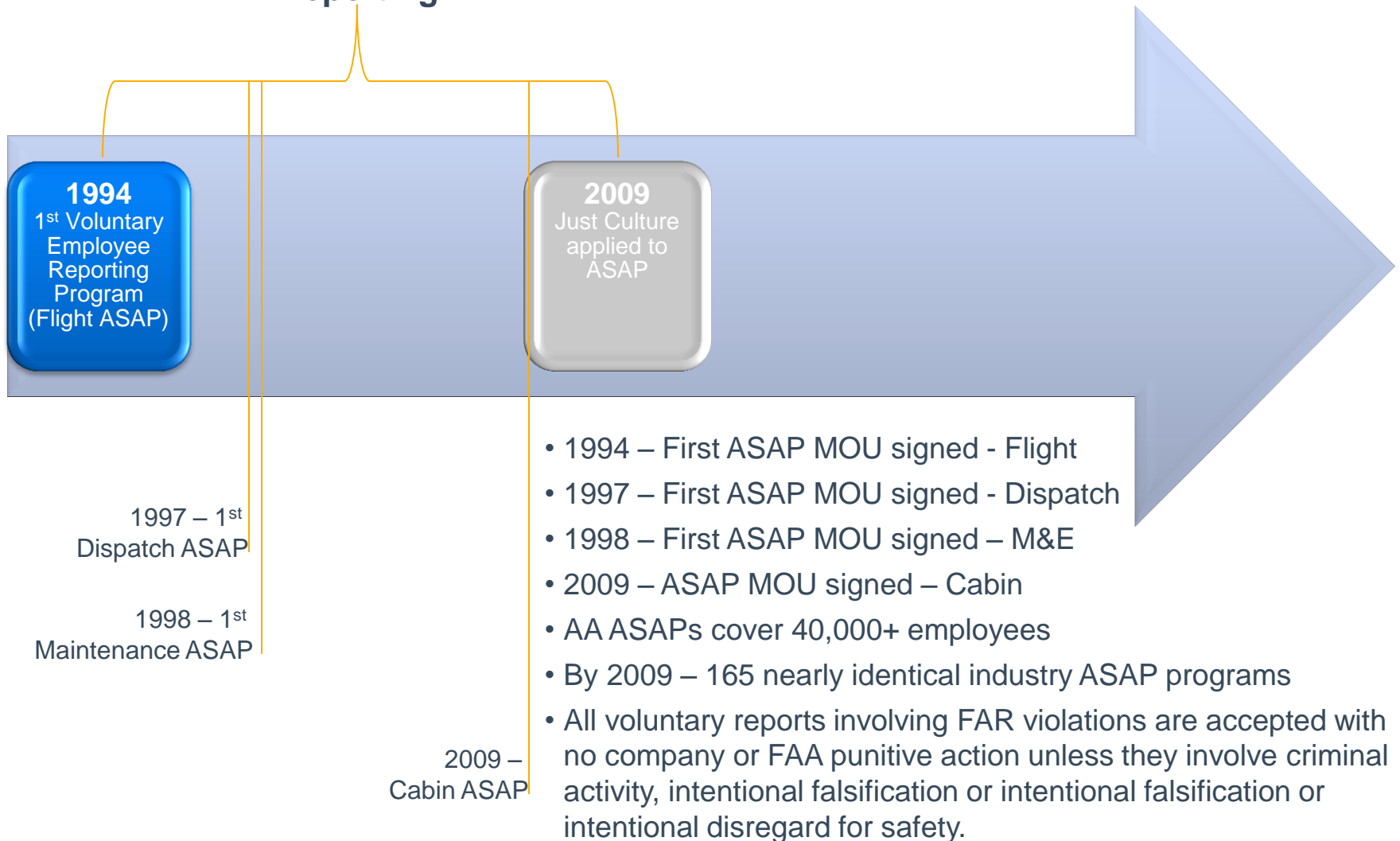


Techniques to Enhance Organizational Safety

Safety Culture Transformation

AA Safety Culture Transformation Timeline

Reporting



Understanding our Safety Culture



What type of Safety Culture do we have?



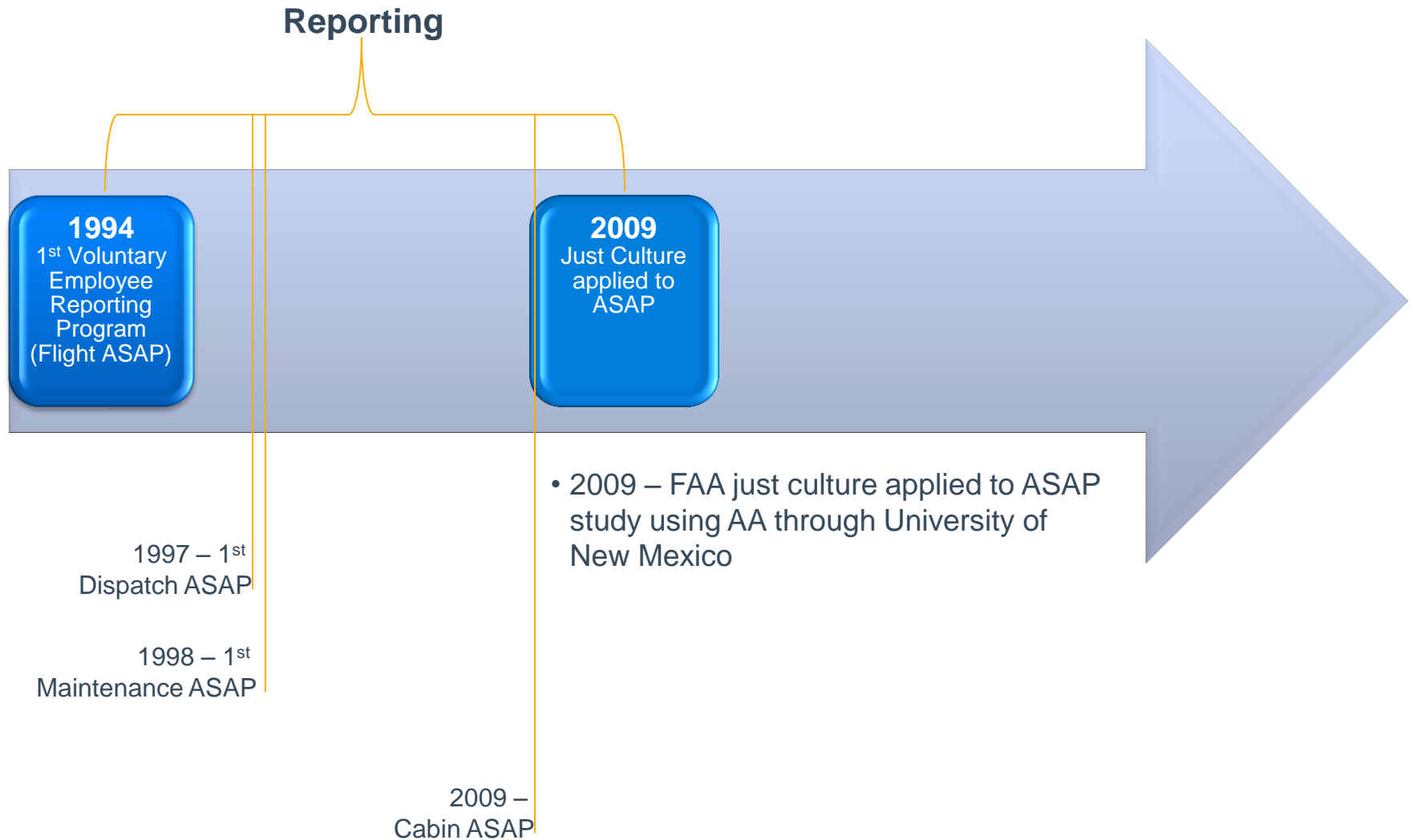
Understanding our Safety Culture



System of accountability that best supports a safety culture



AA Safety Culture Transformation Timeline



Just Culture applied to Employee Reporting (ASAP)

American invested just culture with training and tools which in turn equated to an investment in our people.

Study concluded that just culture applied to ASAP added value by:

- Providing a common methodology
- Ensuring a common focus
- Aligning the ASAP team(s)
- Defining the rejection criteria

The results of the test were so well received that:

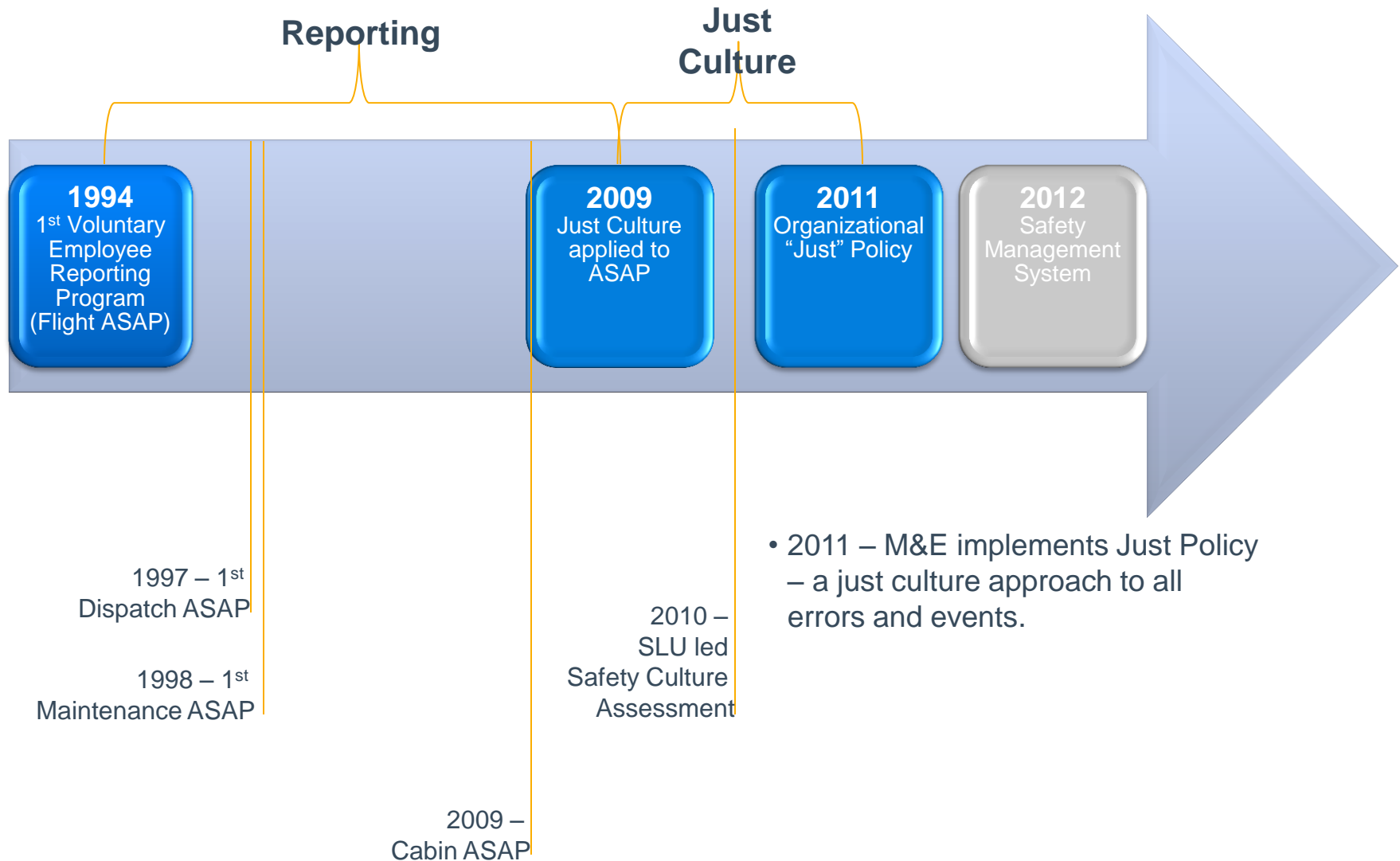
- the FAA allowed American to continue using Just Culture as the foundation for its ASAPs
- AA, the labor associations and the FAA embraced just culture and chose to permanently implement just culture into the ASAP

Just Culture applied to Employee Reporting (ASAP)

Flight/Maintenance ASAP Corrective Action Comparison Pre/Post Just Culture (Percentage Change)

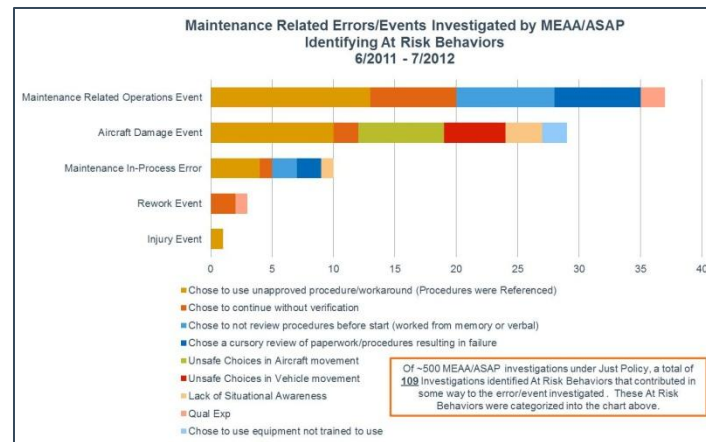
Corrective Action	Flight % Change	Maintenance % Change
Coaching	114%	104%
Formal Classroom Training	36%	44%
Publication/Program Change	20%	137.50%
Simulator Training/Re-educate	24%	240%
Training Revision/Training Program Change	3%	600%
Procedure Change/Safety Concern	5%	125%
Not Accepted/Rejected	103%	140%

AA Safety Culture Transformation Timeline

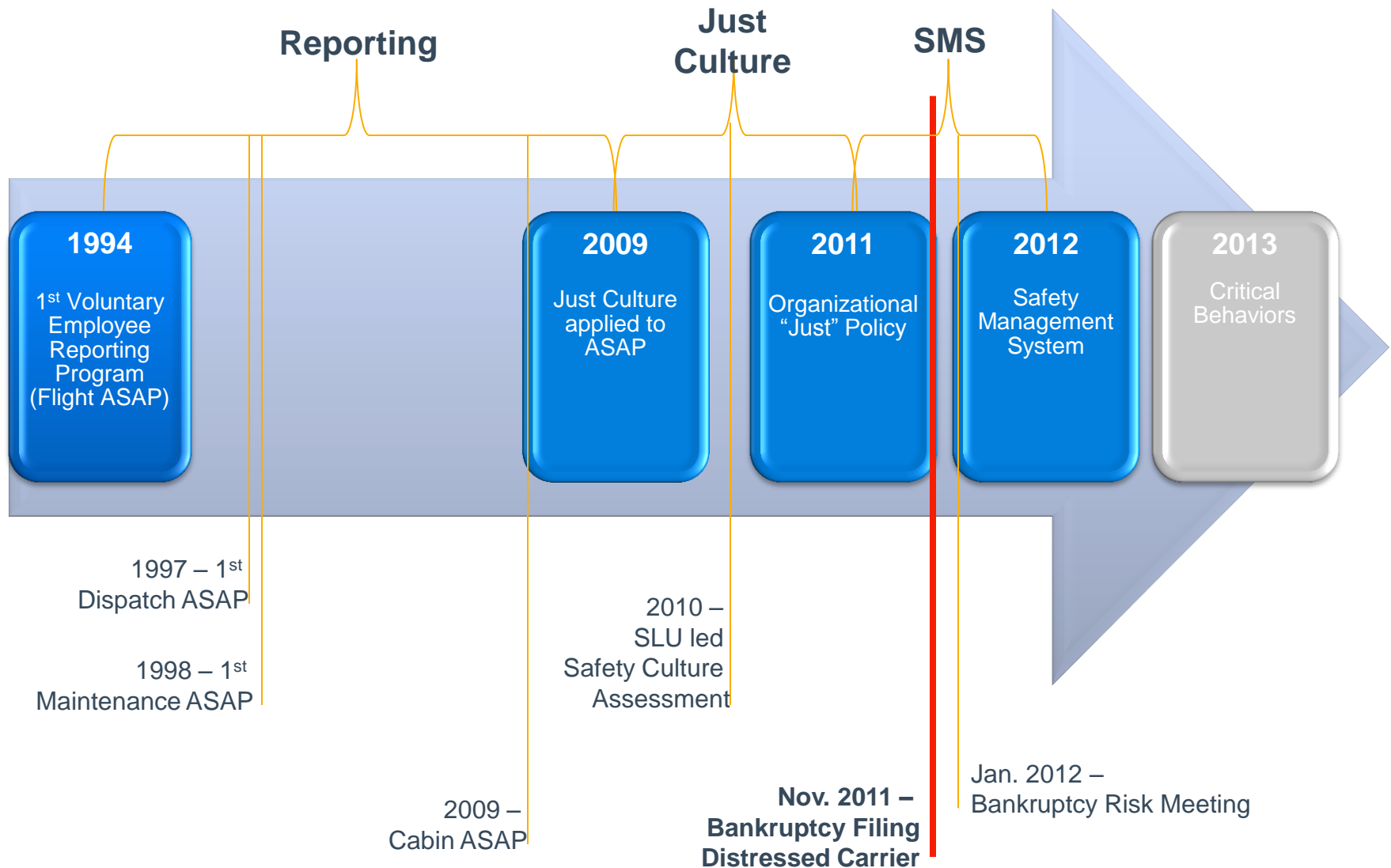


Implementation of Just Policy in M&E

- The benefits of Just Policy:
 - Increased workforce trust
 - Improved quality data collected
 - Enhanced organizational risk picture
 - Ability to share valuable lessons learned

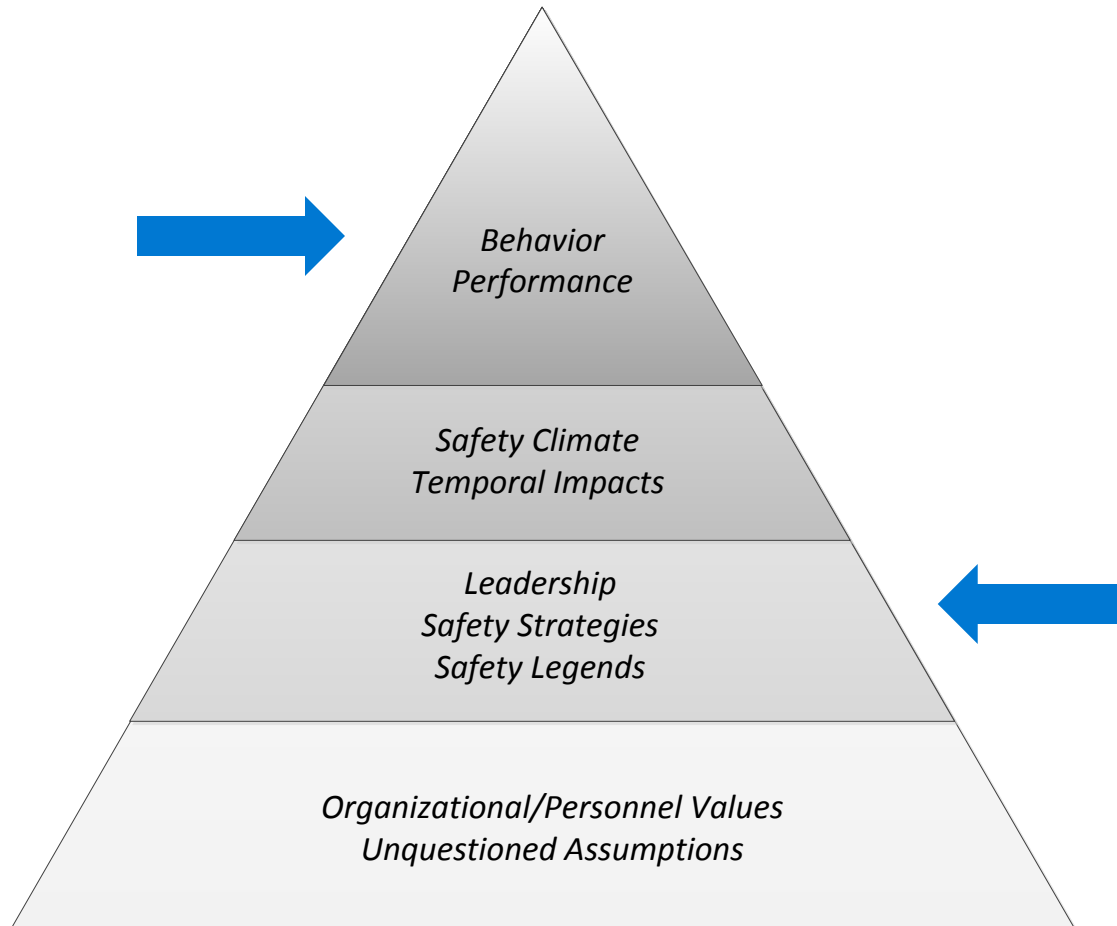


AA Safety Culture Transformation Timeline



Managing Risk During Times of Organizational Stress

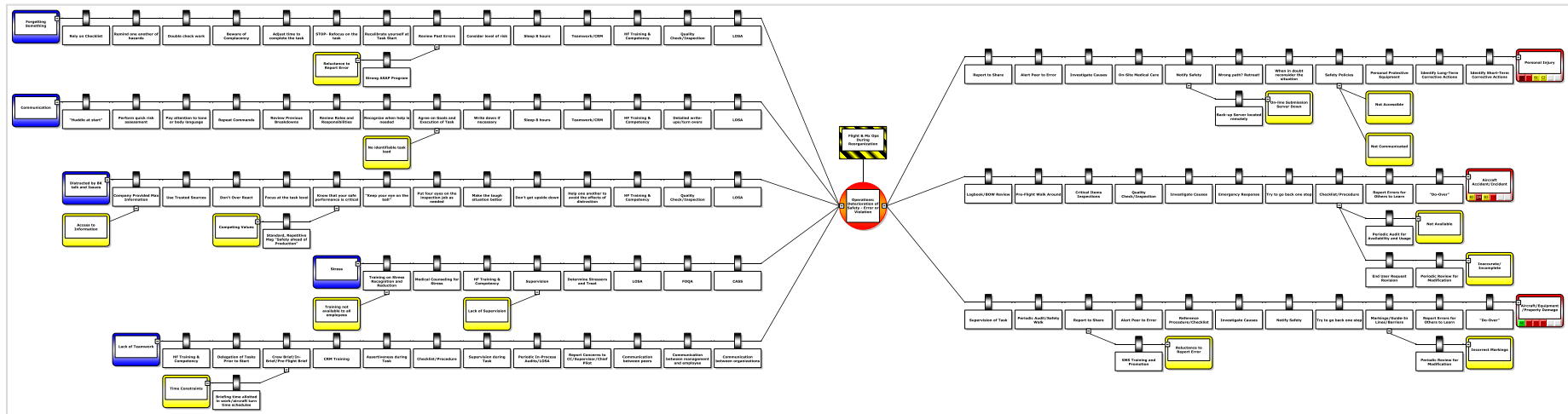
- The team focused their activities to the development of human performance risk management strategies through bankruptcy.



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Managing Risk During Times of Organizational Stress

- Applied a “socio”-technical bow-tie analysis to assess the risks associated with the organizational stress.



Participants:

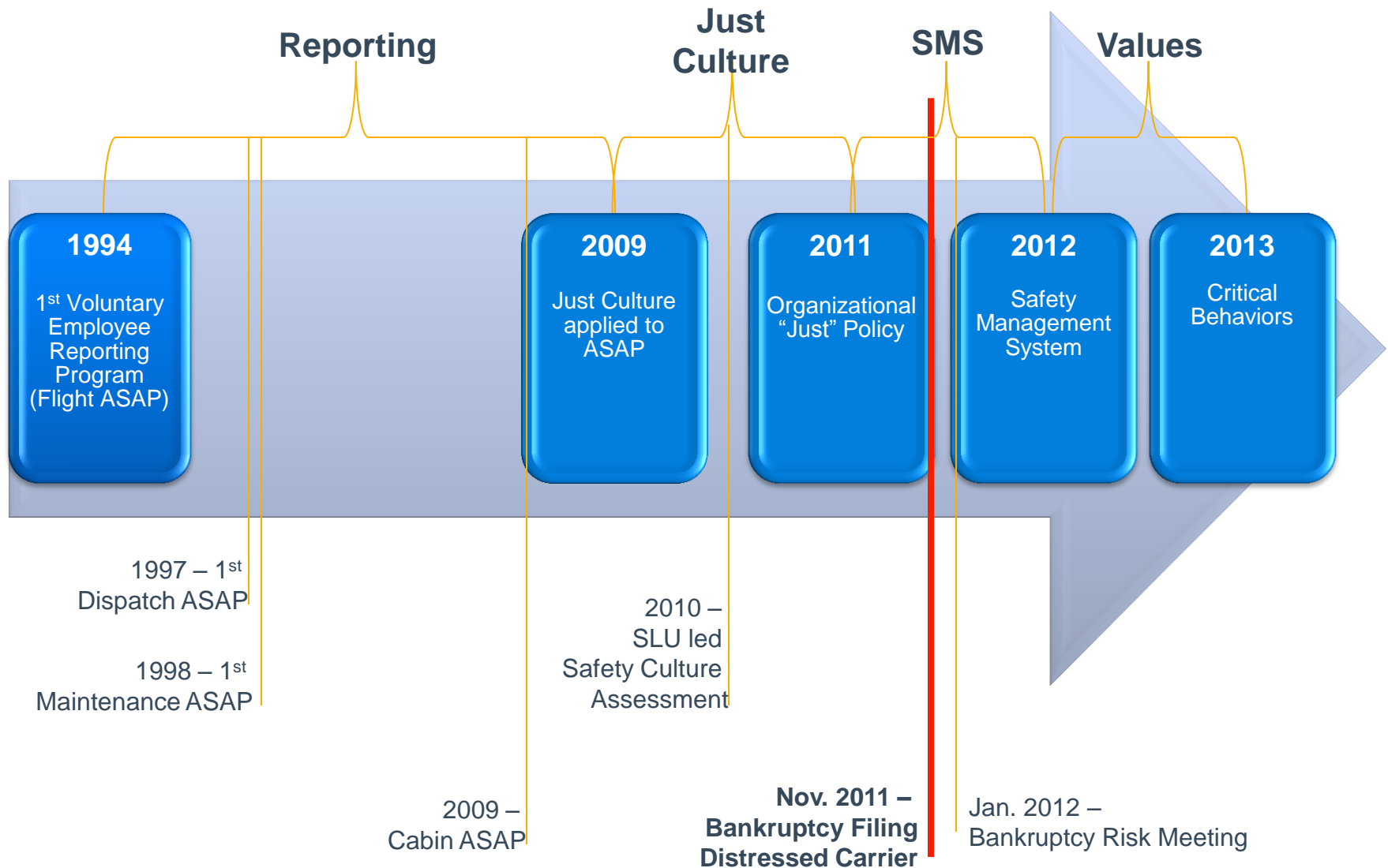
- Key leaders from all operating departments
- Labor safety representatives
- FAA (CMO and DC)
- Human performance subject matter experts (FAA, Industry, Academia)

Implementation of the Safety Management System

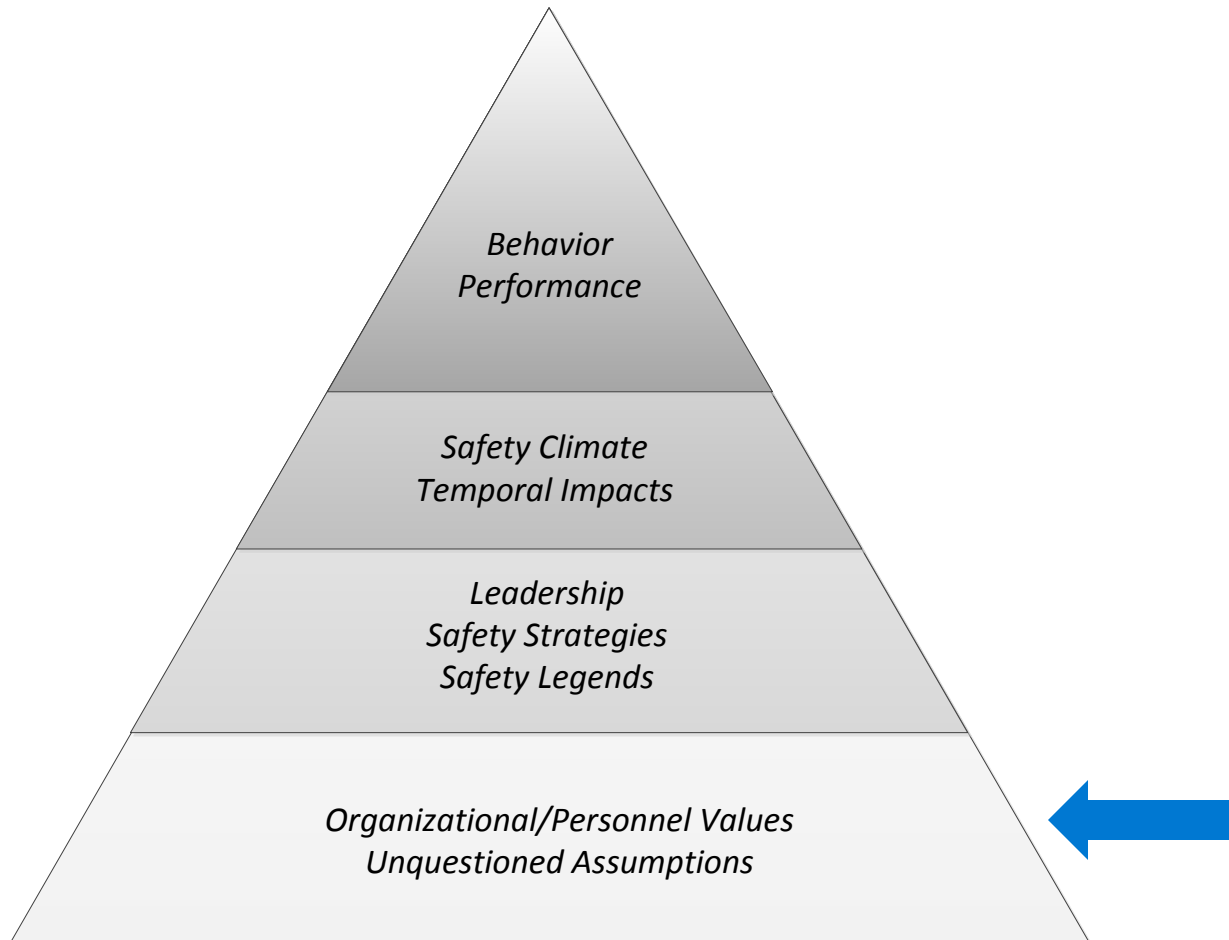
- American Airlines and its stakeholders, in close collaboration with the FAA AMR Certificate Management Office, finalized implementation of a fully functioning Safety Management System in June 2012.



AA Safety Culture Transformation Timeline



Safety Culture Pyramid



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Implementation of Critical Behaviors

- Critical Behaviors are a focused list of critical decisions that must be made in the course of daily activities.
- Four Critical Behaviors for **Frontline Employee**
- Four supporting Critical Behaviors for **Frontline Leadership**
- Realign the organization to a set of primary **values** and to set clear **expectations** focused on **individual accountability** and **risk decision-making**
- Critical Behaviors ensures the frontline and leadership team understand the line between **acceptable** and **unacceptable** behaviors.

Critical Behaviors for the Frontline Leader

1) **SUPPORTING CRITICAL BEHAVIORS:** We will not incentivize or condone deviations from Critical Behaviors in order to meet a deadline or schedule; we must ensure our people are provided with tools, equipment and resources needed to meet the Critical Behavior expectations.

2) **PRIORITIZING SAFETY/QUALITY/COMPLIANCE:** We will foster an environment of open communication which promotes safety, quality and compliance.

3) **CORRECTING SAFETY CONCERNS:** When hazards are identified we will act expeditiously to correct them. We encourage our people to report concerns or conditions that affect safety, quality and compliance.

4) **MONITORING CRITICAL BEHAVIORS:** We must periodically monitor activities to reinforce adherence to Critical Behaviors and will take every opportunity to positively coach, counsel and mentor our frontline and management personnel.

Critical Behaviors for the Frontline Employee

1) **REVIEWING AND COMPLYING WITH MAINTENANCE INSTRUCTIONS:** Prior to performing maintenance, we will retrieve the current maintenance instructions and review GPM 16-01 and part effectivity; we will not deviate from or shortcut the applicable procedures.

2) **DOCUMENTING MAINTENANCE PERFORMED:** We will document all work performed, including work not called out in the procedures or instructions, and provide a detailed documented job status at the end of shift or when moving to a new task.

3) **UNDERSTANDING YOUR SIGNATURE AUTHORITY:** We will recognize the legal ramifications and authority our signatures represent when signing for work accomplished. Our signatures guarantee we are qualified to perform/sign for the work and the work was performed in accordance with approved guidance/procedures.

4) **MOVING AIRCRAFT SAFELY:** We will accomplish all aircraft movement (taxi or tow) using and adhering to the ground handling checklist and will make certain the movement area is clear to prevent damage.

Implementation of Critical Behaviors

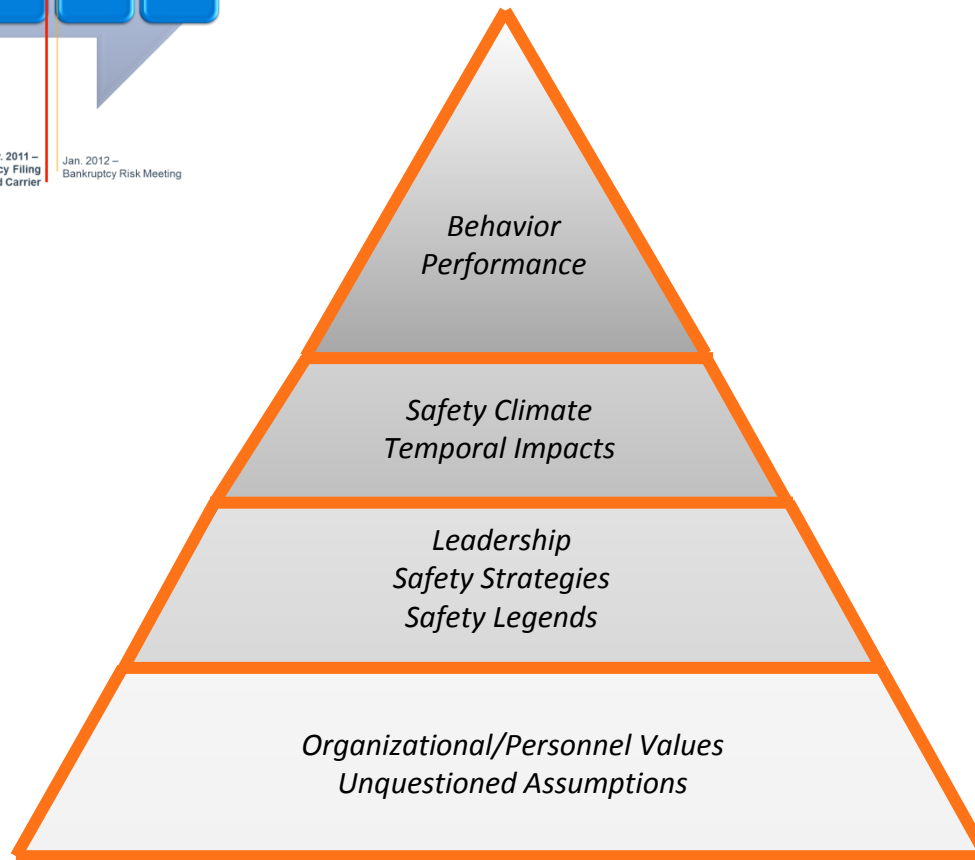
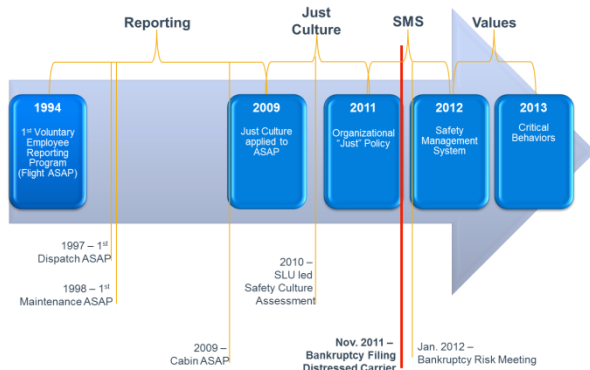


Critical Behaviors implementation includes:

- Senior Leadership commitment letter
- Instructor-led, risk based training
- Critical Behaviors employee badge cards
- Critical Behaviors promotion through all media channels
- Presentation of a Commitment Coin



Conclusion



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